

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF A REGULAR MEETING
OF THE FACULTY SENATE HELD ON
SEPTEMBER 13, 1991, IN LISNER HALL
ROOM 603

The meeting was called to order by Vice President French at 2:15 p.m.

Present: Vice President French, Registrar Gaglione, Parliamentarian Schechter, Burdetsky, Carson, Divita, East, Felts, Friedenthal, Garriss, Gilmore, Griffith, Gupta, Harrington, Hill, Holmes, Keimowitz, Kenny, Maddox, Miller, Morgan, Park, Parke, Pock, D. Robinson, L. Robinson, Schiff, Silber, S. Smith, Smythe, Vontress, and Wirtz

Absent: President Trachtenberg, Belknap, Giordano, Mahmood, and P. Smith

Vice President French introduced and welcomed the following new people: Professor Charles M. Gilmore, Acting Dean of the School of Engineering and Applied Science; Captain Clyde J. Van Arsdall, 3rd, new Chairman of the Department of Naval Science; and Marie A. Mlodzinski, new staff member in the Faculty Senate Office.

APPROVAL OF MINUTES

The minutes of the regular meeting of May 10, 1991, were approved as distributed.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

REPORT BY PROFESSOR BAYARD E. CATRON, CONSULTANT TO THE EXECUTIVE COMMITTEE, ON THE PROPOSED RESTRUCTURING OF THE COLLEGE AND GRADUATE SCHOOLS OF ARTS AND SCIENCES

Before introducing Professor Catron, Professor Griffith made some preliminary remarks. When the Executive Committee was notified in advance about the proposed restructuring of the College and Graduate School of Arts and Sciences, it began to take steps to insure that the provision of the Faculty Code, which provides that the Faculty Senate or Committee thereof shall have an opportunity to make recommendations on the restructuring of schools, was carried out. In this regard then, the Executive Committee asked Professor Catron to serve as a consultant to the Executive Committee to follow the developments of the proposed restructuring and to receive and elicit responses from any concerned faculty involved. Professor Griffith said that the

Executive Committee has asked Professor Catron to bring the Senate up-to-date on the developments and discussions about the restructuring. After the Senate has heard Professor Catron's report, Professor Griffith said that if any members of the Senate desire to put this matter on the Senate's agenda for debate, they are asked to so advise the Executive Committee by September 27th when the agenda is prepared for the October Senate meeting.

Professor Griffith then introduced and thanked Professor Catron for his extensive services as Consultant to the Executive Committee.

Professor Catron noted that a number of key documents pertaining to the reorganization of the College and School of the Arts and Sciences had been sent by the Executive Committee to the Senate members. Among this information, he said, was a brief memorandum from him that highlighted his report to the Senate which focused only on a single issue that he thought might be of general interest throughout the University. This issue concerned the rank and authority of the official to be charged with the expanded responsibilities for Graduate Education and Research. The President indicated his preference for an Associate Vice President rather than a Vice President as recommended by the Self-Study Committee. Professor Catron said that, after reviewing the documents at a meeting with Vice President French, Dean Kenny, and Professor Becker, Chair of the Self-Study Committee, he was persuaded that the role of the Associate Vice President for Research appropriately expanded would satisfy the intent of the Self-Study Committee. Professor Catron said that he thought the process that was followed by GSAS and CCAS was excellent because it was an open process--faculty were invited to comment at different stages of this process--thereby assuring that all issues had been raised and the opportunity for discussion had been provided. On August 27, 1991, the proposal was overwhelmingly approved by the joint faculties of CCAS and GSAS, as was a separate motion addressing issues of implementation. Professor Catron concluded his report by stating that he saw no reason why this proposal should not go forward. He then offered to answer questions.

Professor Silber asked Professor Griffith what implication the merger would have for members of the Senate regarding representation of the graduate and undergraduate schools. Professor Griffith replied that the reorganization of GSAS and CCAS would imply some modification to the Faculty Organization Plan -- but exactly how that should be treated is an issue that has not yet been faced. Currently GSAS is entitled to a single representative in the Senate and CCAS is entitled to nine representatives; presumably there will need to be some adjustment of membership in the Senate to reflect the change. In addition, the membership of the Executive Committee which is specified in the Faculty

Organization Plan provides that the Senate representative from the Elliott School and the Senate representative from GSAS will alternate seats on the Executive Committee biennially; this provision also would need to be adjusted. Professor Griffith said that there probably will be a number of changes in the Faculty Organization Plan and/or the Faculty Senate bylaws proposed during the year, but until the Board of Trustees receives a formal recommendation from the President and the Board acts upon the merger, it is premature to address this issue.

Vice President French indicated that the unification, if approved by the Board, would take place as of July 1, 1992.

Professor Griffith expressed his compliments to Vice President French for his handling of this process with the greatest possible consideration for full faculty reflection on the wisdom of the proposed reorganization of GSAS and CCAS.

I. NOMINATION FOR ELECTION OF CHAIR OF THE SPECIAL COMMITTEE ON THE NORTHERN VIRGINIA CAMPUS

Professor Griffith moved the nomination of Associate Professor Robert W. Rycroft for election as Chair of the Special Committee on the Northern Virginia Campus to succeed Professor John A. Spanogle, Jr., who is on sabbatical leave AY 91-92. The motion was approved.

II. NOMINATION FOR ELECTION OF CHAIR OF THE RESEARCH COMMITTEE

Professor Griffith moved the nomination of Professor Robert J. Harrington for election as Chair of the Research Committee as a replacement for Professor Khalid Mahmood, who resigned. The motion was approved.

III. NOMINATION FOR ELECTION OF FACULTY TO SENATE COMMITTEES

Professor Griffith moved the following nominations: Professor Eugene Abravanel, Maxine B. Freund, Irving J. Katz, and Richard W. Schlagel to the Committee on Appointment, Salary and Promotion Policies; Professor David Bjelajac to the Committee on Faculty Development and Support; Professor Debabrata Saha to the Committee on Libraries; Professor Barry G. Silverman to the Research Committee. The nominations were approved.

IV. NOMINATION FOR ELECTION OF STUDENTS TO SENATE COMMITTEES

Professor Griffith moved the following nominations: Vinnie Rocco and Antony Krueger to the Committee on Athletics and Recreation; Christine Jerkowitz and Kelvin Glover to the Committee on Education and Admissions Policy/Student Financial Aid; Maria Proesteu and Kelly O'Brien to the Committee on Honors and Academic

Convocations; Brian Cohen and Tonya Kaye to the Committee on Physical Facilities. The nominations were approved. (Student members of the Joint Committee of Faculty and Students elected by the Student Association are: Matthew Moog [Co-Chair], Michael Fisher, Monica Risam, Charles Butler, Jay Schwartz, Mark Lee, and Raffi Terzian.)

V. REPORT OF THE EXECUTIVE COMMITTEE

On behalf of the Executive Committee, Professor Griffith reported on the following matters:

(1) In response to Vice President French's request, the Executive Committee nominated the following faculty for appointment to the Vice President's Advisory Committee on Curricular Proposals: Associate Professor Miriam Galston (Law), Assistant Professor Robert C. Sherrick (Medicine), Professor Anthony M. Yezer (CCAS), Associate Professor Robert W. Rycroft (Elliott School), Professor Salvatore A. Paratore (SEHD), Professor John Eftis (SEAS), Professor James H. Perry (SBPM), and Professor Philip W. Wirtz, Chair, Educational and Admissions Policy Committee as an ex officio member.

(2) The Executive Committee was asked by Vice President French to nominate three faculty members to a Task Force to consider developing a University posture on post-tenure review. The origin of this came out of the President's response to Senate Resolution 90/15 which asked the various schools to set up a mechanism and process by which early retirement might be made more attractive to faculty. The Council of Deans agreed to do this provided that it be coupled with an effort to have a systematic review of faculty after they have attained tenure. The Executive Committee agreed to ^{cooperate} ~~collaborate~~ with this effort and nominated the following three faculty members for representation on the Task Force: Professor Charles A. Garris, a member of the Executive Committee; Professor John A. Morgan, Jr., Chair of the Professional Ethics and Academic Freedom Committee; and Professor John F. Lobuts, School of Business and Public Management. These three faculty members will serve with Deans Kenny, Friedenthal, and Keimowitz on this Task Force.

(3) The Executive Committee carried out its responsibilities under the Faculty Code for consultation regarding the proposed appointment by Vice President French of Professor, then Acting Dean, Donald Gross as Associate Vice President for Academic Affairs and Research. The Executive Committee met with Dean Gross and reported favorably to Vice President French that the Committee found him to be an excellent choice for that position.

See
Correction
made
in October 11,
1991, minutes

(4) On a proposal from the University Marshal, the Executive Committee agreed to move the Faculty Assembly date to Tuesday, November 5, 1991, at 3:30 p.m., in the Marvin Center Theatre instead of Lisner Auditorium. The President will be asked to give a "State of the University Address" and, tentatively, the agenda will provide an opportunity for open questions.

(5) With reference to Resolution 90/9 regarding guidelines for Dean Search Committees, President Trachtenberg and Vice President French asked approval to modify slightly the guidelines with respect to an Administration advisor to allow for the naming of a primary delegate and an alternate, so that the burden of attending a very large number of meetings of Dean Search Committees would not necessarily fall on a single administrator. The Executive Committee agreed to this modification.

(6) The Executive Committee agreed, on behalf of the Senate, to the co-sponsorship of the Parents' Day Reception on October 5, 1991.

(7) This past spring, the Executive Committee distributed to the Senate members the Report of the Senate's Self-Study Committee which recommended structural changes. This Report was not placed on the agenda because the President's response had not yet been received. The response of the President was received and distributed by his office to the full Senate in July. As soon as the Executive Committee has had an opportunity to prepare its recommendations, both the Report of the Self-Study Committee and the President's response will be placed on the Senate's agenda.

(8) A Special Report on Research was received from the Research Committee by the Executive Committee. It is anticipated that a resolution on distribution of indirect costs will be resubmitted by the Research Committee for Senate action and that a response from the President to the Coates/Garris Report will be forthcoming; these documents, including the Special Report, will be coming to the Senate, possibly in November.

(9) In May the Board of Trustees approved the Senate's recommendation to amend the University Policy on Equal Opportunity to include the words "sexual orientation."

(10) The President's responses to resolutions adopted by the Senate during the past year (1990-1991 Session) were received and distributed with the Agenda for this meeting.

(11) During the summer, the Executive Committee acted on behalf of the Senate to name Professor David Robinson (Law) Chair of the Physical Facilities Committee. Professor Theodore G. Toridis, as agreed, served as Acting Chair only until a replacement could be appointed.

(12) Late in the spring term, the Executive Committee received seven nonconcurrences. Under the Faculty Code the Executive Committee is asked to resolve nonconcurrences between deans and faculty recommendations. The nonconcurrences were resolved with two of them going to hearings.

(13) Over the summer, the Executive Committee distributed new Guidelines and proposed revisions to Mission Statements to the Chairs of the Senate Standing Committees in an attempt to provide better guidance to the committees. The Chairs are asked to remain after adjournment of today's meeting to meet with the Executive Committee to discuss these matters.

(14) The next meeting of the Executive Committee is September 27th to set the agenda for the October 11th Senate meeting, and the Committee would appreciate any guidance that Senate members would like to provide concerning agenda items that should be taken up during the year.

Professor Morgan commented that he thought the number of nonconcurrences were very unusual and asked whether this reflected a school pattern. Professor Griffith replied that there was a concentration of the nonconcurrences in the Arts and Sciences, and that the Executive Committee was working with Vice President French and Dean Kenny to determine if steps could be taken to reduce the level of disharmony in that school. Vice President French said that he thought Dean Kenny shared with him a conviction that the vertical unification of Arts and Sciences would reduce the number of those kinds of cases.

With reference to Professor Griffith's memorandum dated September 3, 1991, to the Senate and Department Chairs regarding the reorganization of CCAS and GSAS, Professor Harrington asked Professor Griffith to explain what the word "significant" meant in the first paragraph on page 2 which states in part: "if there is no significant indication of a desire for further discussion, the Executive Committee will be prepared to endorse the proposed restructuring on behalf of the Faculty Senate without further delay." Professor Griffith explained that, unless there were any strong expressions of desire on the part of more than one member of the Senate, or more than one member of the faculty for discussion by the Senate, the Executive Committee would be reluctant to put this matter on the agenda. On the other hand, if anyone brings forward any issue which seems worthy of discussion, the Executive Committee would be happy to put it on the agenda, but there would have to be some driving rationale for doing so.

BRIEF STATEMENTS

Professor Hill reported that at a meeting of the Appointment, Salary and Promotion Policies Committee, a member of the Committee

questioned the propriety of the warning to department chairs that summer classes enrolling fewer than six students may be cancelled. He said that Vice President French had defended this criterion on grounds that faculty had been represented on the Task Force on Summer Sessions which recommended this criterion, and that time constraints required that the ground rules be laid down early. Professor Hill then read the following statement:

"The ASPP Committee will recommend to the Senate (whether in the form of a formal resolution remains to be determined) that any proposed change in summer session enrollment procedures, specifically any change in the criteria for course cancellations, be referred to the Faculty Senate prior to implementation."

Dean East asked if there was, in fact, a University-wide policy on this matter that has been followed consistently by all the schools. Dean Burdetsky, a member of the Task Force on Summer Sessions, said that he thought there was a difference in the way this has been handled, although the "six" figure has been around for a long time. In the Business School, he said, the six figure has always applied, but it was his impression that Columbian College had a somewhat different practice. Vice President French said that that was one of the motivations for addressing this policy again since local practices appear to apply variations to it. Professor Pock inquired about the percentage of courses which are taught where there are less than six students, and Vice President French responded that the percentage was a significant number.

Professor Silber pointed out that at one time there was such a policy which was abandoned in favor of what seemed to be a more rational approach--if one didn't get six students for a course offered in the summer, then that course would not be offered in the following summer session because there was no demonstrated interest in the course. Professor Silber asked why that logic would be abandoned for the new policy. Dean Burdetsky replied that in Columbian College when a course is advertised which enrolls six or fewer students, the course is still run.

Vice President French suggested that the discussion on this issue be deferred in light of the fact that this single issue was part of an overall review of summer sessions with a set of policy changes recommended. Professor Griffith said that he would agree with Vice President French if he would give the Senate his assurance that it would receive the report of the Task Force on Summer Sessions before any recommended changes are finalized. Vice President French indicated his assurance, noting that decisions would have to be made in October because of publication schedules.

Professor Morgan, noting that the recommended change in the present policy resulted from the Task Force report and also that

Dean Burdetsky, a member of the Task Force, indicated that he was aware of the policy in Columbian College, suggested that perhaps the ASSP Committee should consider whether the Task Force was well-informed.

Dean East pointed out that the purpose of his question about the present policy was that he truly did not know that there was a University-wide rule with respect to this matter; however, if the thrust of the new policy is to change an existing University-wide policy, then it certainly was within the purview of the Senate, although he was not convinced that there is such a University-wide policy.

Professor Robinson raised another topic. He said that some members of the faculty have expressed concern to him that the University may be considering a proposal to terminate the Blue Cross/Blue Shield option in the University's Health Benefit Plan. Of course, there are many people who treasure their relationship with their physicians, perhaps second only to their relationship with their lawyers, and any limitations would be a matter of great concern for some members of the University. He understood from a member of the administration that the proposal that has been put forward would not involve termination of the right of members of the faculty to get University financial assistance in choosing their own physicians, but that it would involve simply a change in the way that the paper work was carried out in terms of the University's contribution. In any event, he said, the matter is so central to the concerns of the faculty that he hoped that the Senate will become involved --initially with the help of Professor Peter Hill's ASSP Committee -- at an early stage in the development of any new plan. Otherwise the faculty may be faced with a fait accompli.

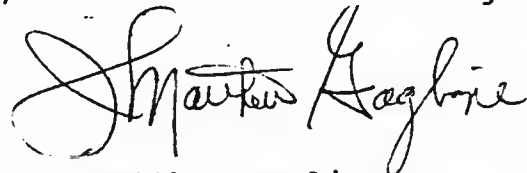
Vice President Bortz replied that he explained to the Senator that this issue has not come forward yet. There is, in fact, a plan that is being discussed in the Medical Center to take over the processing of claims and nothing more. In an attempt to deal more successfully with the paperwork that all of us have in submitting our medical claims, we are looking at ways of making the processing more efficient, and, in fact, of increasing the flexibility all of us would have with health care choices.

Professor Silber indicated that he hoped Vice President Bortz was correct that the faculty would have more choices. He pointed out that, historically, the faculty had many more choices until December, 1989, when the choices were reduced in the interest of economy. At that point, he said, his health insurance costs doubled, his choices diminished, and his premiums continued to soar. Anything the administration could do that would return a measure of some degree of choices and the possibility of effective economy would be most welcome.

Professor Gupta noted that in past years the dates of Faculty Senate and Board of Trustees meetings were listed in the University Bulletin. In this year's undergraduate and graduate bulletins, these dates are not listed, and he asked that these dates be reinstated in the future. Vice President French said that the reason for the disappearance of the dates of the meetings of the Board of Trustees was that the Board has been considering putting itself on a different schedule and, therefore, those dates were not known. With respect to the absence of the dates of Faculty Senate meetings, Vice President French said that he did not know the reason for that, but he would look into it.

ADJOURNMENT

Upon motion made and seconded, Vice President French adjourned the meeting at 3:05 p.m.

A handwritten signature in cursive script, reading "J. Matthew Gaglione".

J. Matthew Gaglione
Secretary

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

The Faculty Senate

September 3, 1991

The Faculty Senate will meet on Friday, September 13, 1991, at 2:10 p.m., in Lisner Hall 603.

AGENDA

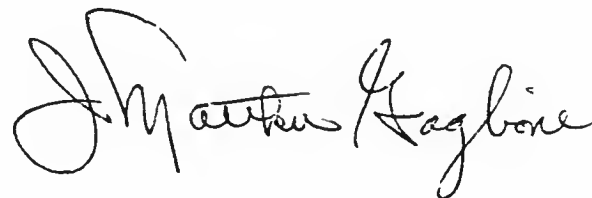
1. Call to order
2. Approval of the minutes of the regular meeting of May 10, 1991
3. Introduction of Resolutions
4. Report by Professor Bayard E. Catron, Consultant to the Executive Committee, on the proposed restructuring of the College and Graduate Schools of Arts and Sciences (advance Report will be forwarded)
5. General Business:
 - (a) Nomination for election of Robert W. Rycroft, Associate Professor of Political Science and International Affairs, as Chair of the Special Committee on the Northern Virginia Campus to succeed Professor John A. Spanogle, Jr., who is on sabbatical leave AY 91-92, and nomination of replacement member
 - (b) Nomination of faculty to the following Senate Committees: Professors Maxine B. Freund, Irving J. Katz, and Richard W. Schlagel to the Committee on Appointment, Salary and Promotion Policies; Professor David Bjelajac to the Committee on Faculty Development and Support; Professor Debabrata Saha to the Committee on Libraries
 - (c) Nomination of students to the following Senate Committees: Vinnie Rocco and Antony Krueger to the Committee on Athletics and Recreation; Christine Jerkowitz and Kelvin Glover to the Committee on Education and Admissions Policy/Student Financial Aid; Maria Proesteu and Kelly O'Brien to the Committee on Honors and Academic Convocations; Brian Cohen and Tonya Kaye to the Committee on Physical Facilities; student members of the Joint Committee of Faculty and Students elected by the Student Association are: Matthew Moog (Co-Chair), Michael Fisher, Monica Risam, Charles Butler, Jay Schwartz, Mark Lee, and Raffi Terzian

General Business (cont'd)

- (d) Report of the Executive Committee: Professor William
B. Griffith, Chair

6. Brief Statements

7. Adjournment

A handwritten signature in cursive script, reading "J. Matthew Gaglione". The signature is written in dark ink and is positioned to the right of the numbered list items.

J. Matthew Gaglione
Secretary

Administration Response to Resolutions from the Faculty Senate

1990-91 Term

Resolution 90/1: *A Resolution of Appreciation for Raymond R. Fox*

Response: Noted.

Resolution 90/2: *A resolution to Ammend the University Calendar*

Response: Accepted and implemented.

Resolution 90/3: *A Resolution for a Pilot Student Orientation Course*

Response: No action required at this time.

Resolution 90/4: *A Resolution to Improve Student Advising*

Response: No action required at this time.

Resolution 90/5: *A Resolution to Amend the Faculty Organization Plan to change the Frequency of Stated Meetings of the Faculty Assembly*

Response: Adopted by the Faculty Assembly 1/22/91; Approved by the Board of Trustees 3/21/91.

Resolution 90/6: *A Resolution to Establish a Special Committee to Study the Structure and Functioning of the Faculty Senate*

Response: N/A

Resolution 90/7: *A Resolution to Establish a Special Committee to Formulate a Faculty Position on Affirmative Action/Equal Opportunity at The George Washington University (substitute)*

Response: N/A

Resolution 90/8: *A Resolution to Amend the University Policy on Equal Opportunity to Add the Words "Sexual Orientation" with accompanying report*

Response: After consultation with the Academic Affairs Committee of the Board and with University Counsel, an improved statement of University Policy on Equal Opportunity was forwarded to the Board of Trustees. The Board approved the new statement at its meeting on May 16, 1991.

Resolution 90/9: *A Resolution to Endorse Guidelines for Searches for Deans of The George Washington University with accompanying Guidelines*

Response: The administration is trying to follow these guidelines in current searches for Deans of SEAS and SEHD. This experience will provide a basis for determining whether these modifications are sufficient to meet the aims of the Board of Trustees and the administration in asking for reforms of our conventional practices. It is too early to form a judgment as to the adequacy of the new guidelines, but the Resolution as passed has been implemented.

Resolution 90/10: *A Resolution Changing the Name of the Faculty Senate Committee on Athletics to the Committee on Athletics and Recreation*

Response: Noted.

Resolution 90/11: *A Resolution to Amend and Clarify the University Policy on Misconduct in Science and Related Matters*

Response: Accepted and in force.

Resolution 90/12: *A Resolution to Amend the Faculty Code to clarify its Relationship to the University Policy on Misconduct in Research*

Response: Approved by the Board of Trustees 3/21/91.

Resolution 90/13: *A Resolution on Principles Governing the Utilization of Regular, Active-Status, Non-Tenure-Accruing Faculty Positions*

Response: Received with the following commentary for the record. We have studied the Vaill Report carefully and discussed it with the administrative members of the Vaill Committee. On the one hand, it contains an emphatic, even eloquent affirmation of the actual and potential values of the traditional tenure system. On the other, it recognizes the University's indispensable requirement for

flexibility in the terms of appointment utilized in faculty staffing in the contemporary environment. Moreover, there is a very helpful description of the heterogeneous circumstances of our different schools and colleges which require correspondingly different forms of flexibility in faculty appointment terms in order for those units to respond to changing circumstances while remaining fiscally viable entities. Finally, it is our sense that part of the motivation of the Report was to guard against a particular type of hiring practice that was no longer operative in the University. We understand the Resolution as not requiring any modification in the present practices of any unit of the University with respect to the terms or types of faculty appointments being made.

Resolution 90/14: *A Resolution on Parking*

Response: No appropriate administrative action required at this time.

Resolution 90/15: *A Resolution to Provide Retirement Opportunities and Incentives for Senior Members of the Faculty*

Response: It was clarified in debate that the Senate intended the resource implications of any such plans to be borne by the individual schools. At the same time, it is obvious that the administration would have to ensure fundamental equity across the University with respect to all substantive terms of agreement negotiated with individual faculty who might elect retirement under plans to be devised by the proposed committees. Furthermore, we would not want individual school plans to restrict our ability to redistribute resources among the individual units. This Resolution was discussed thoroughly in a meeting of the Council of Deans in May. The response of the Deans was that they would be willing to move to appoint such committees but only on the understanding that the charge to the group would include the development of guidelines for a regular policy of post-tenure reviews of tenured members of the faculty. In light of that added provision, the date of January 1, 1992, by which time the Deans were to forward all of their plans to the Vice President for Academic Affairs, is clearly unrealistic.

Resolution 90/16: *A Resolution to Establish Faculty Task Forces on Affirmative Action/Equal Opportunity*

Response: Under review while awaiting report of President's Advisory Committee for the Recruitment and Retention of Minority and Women Faculty charged with examining the same subject. That report is not expected before the end of the summer. Questions

have been raised as to whether implementation of Resolution 90/16 would lead to overlapping jurisdiction issues within the schools and colleges and with present standing committees of the Faculty Senate.

Resolution 90/17: *A Resolution Recommending the Establishment of a University Publications Office*

Response: No action required.

June 6, 1991